



London  
CANADA

# Council's Strategic Plan 2023-2027

January 23, 2023, SPPC



# Outline

1. Review of Purpose, Approach, and Timelines
2. Strategic Areas of Focus, Outcomes, Expected Results
3. Next Steps



London  
CANADA

# Review of Purpose, Approach, and Timelines



# Council's Strategic Plan

- Identifies a **shared vision, mission, and strategic areas of focus** to guide the work of Council and Administration.
- Is **deliberately connected** with the 2024-2027 Multi-Year Budget and Technology Investment Strategy.



# Guiding Principles

- Build from the existing Strategic Plan, with a continuous improvement mindset.
- Reflect all the services the City provides, but specifically identify strategic direction, focus, and priorities for the next four years.
- Uphold commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.
- Drive decision-making through the Multi-Year Budget and the Technology Investment Strategy.

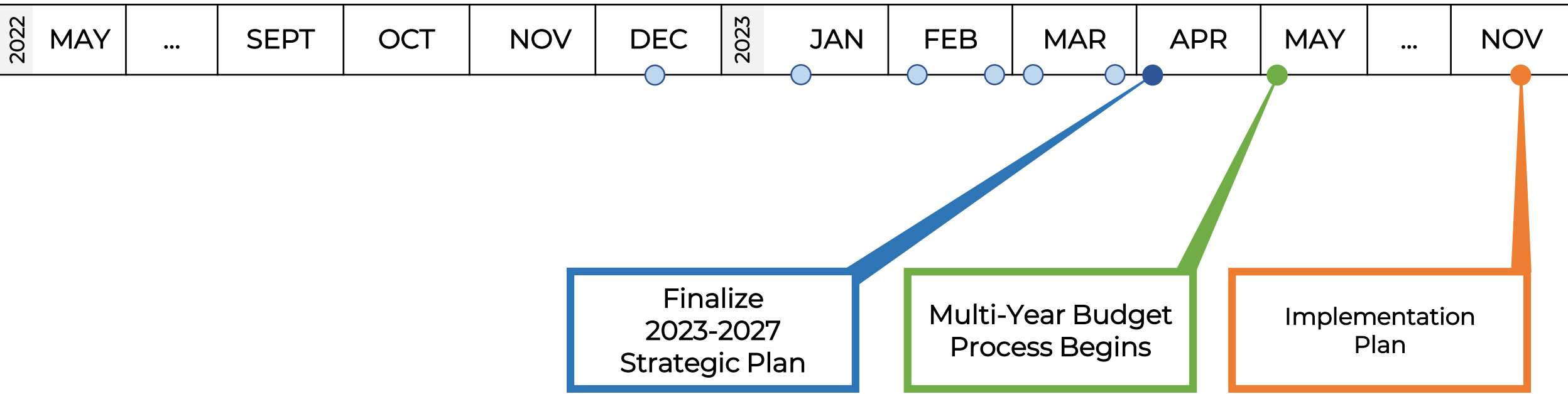


# Strategic Plan Development Timeline

Municipal Election

Open Public Engagement

Direct Engagement – ABCs / Community Partners / Service Areas





# Strategic Plan Development Timeline

## Open Public Engagement

Open Public Engagement			
Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM	Approval of 2023-2027 Strategic Plan
January	February	March	April
<p><b>January 11</b></p> <p>SPPC Begin setting Vision, Mission, Values</p>	<p><b>February 7</b></p> <p>SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies</p>	<p><b>March 8</b></p> <p>SPPC Public Participation Meeting Finalize direction on Plan</p>	<p><b>April 4</b></p> <p>Council 2023-2027 Strategic Plan Approval</p>
<p><b>January 23</b></p> <p>SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results</p>	<p><b>February 28</b></p> <p>SPPC Review order of magnitude costing, draft metrics Further direction re: Strategies</p>	<p><b>March 28</b></p> <p>SPPC Final Draft Plan</p>	

We Are Here






# Strategic Plan Engagement Timeline



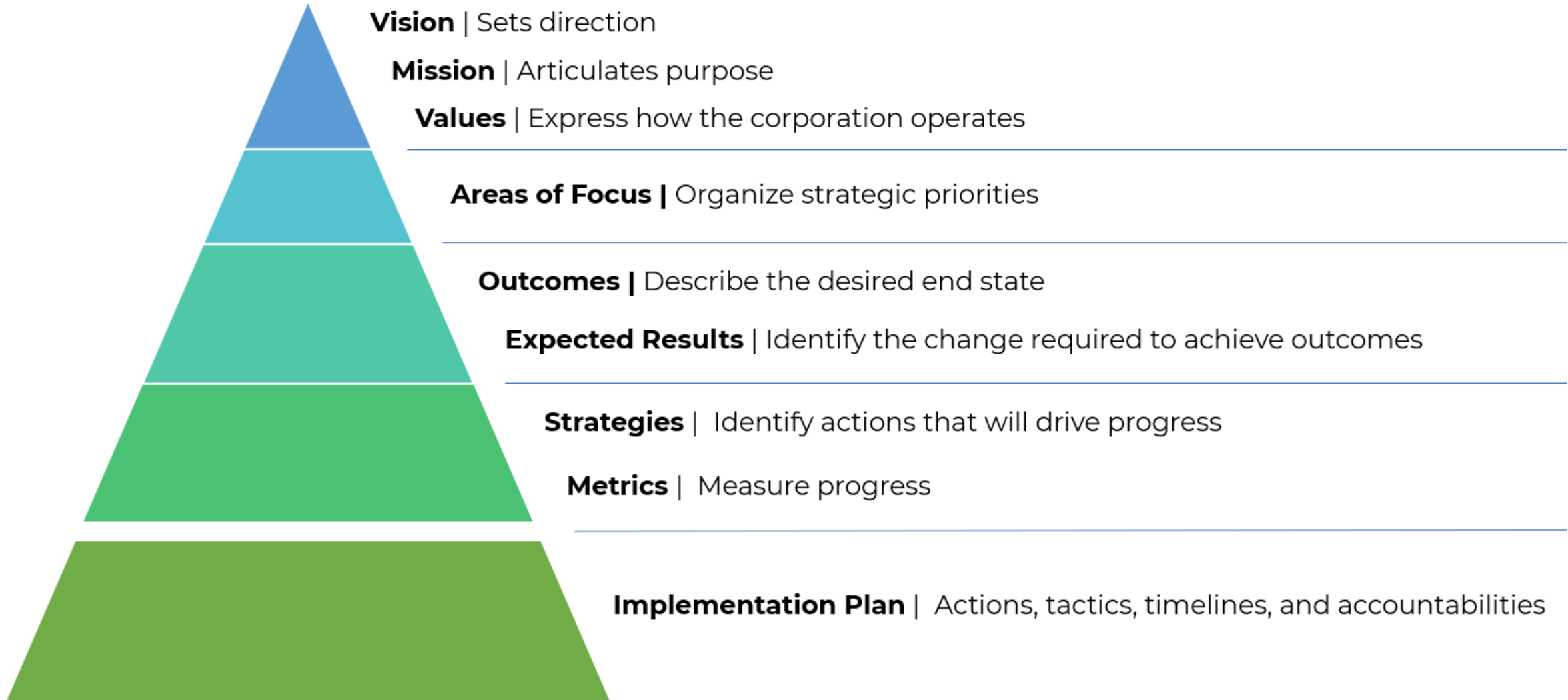
December	January	February	March
----------	---------	----------	-------

Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Existing vision, mission, and values.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).</li> <li>Draft strategic areas of focus, outcomes and expected results.</li> </ul> <p><b>We Are Here</b></p> 	<p>GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.</li> <li>Drafts updated following SPPC meetings.</li> </ul>

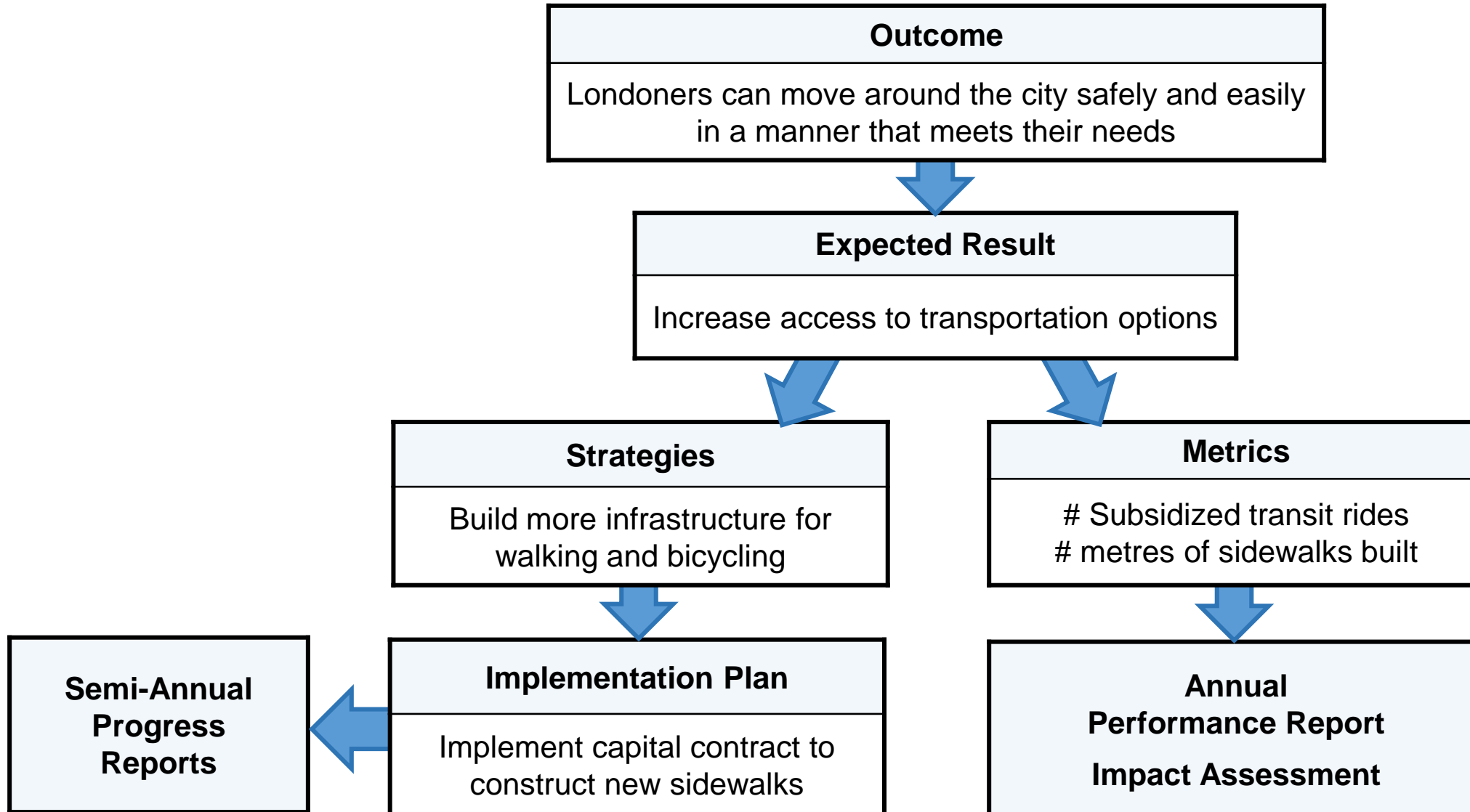




# Strategic Plan Structure



# Strategic Plan Structure - Example



# Council's 2023-2027 Strategic Plan

## Strategic Areas of Focus, Outcomes, and Expected Results



# Approach for today

- **Strategic Areas of Focus** – full group discussion, deliberation and direction on the draft Strategic Areas of Focus
- **Outcomes, Expected Results** – full group discussion, deliberation and direction on each Strategic Area of Focus and the associated draft Outcomes and Expected Results



# Strategic Areas of Focus

## Definition/Purpose:

- Strategic Areas of Focus articulate where we will focus over the next four years and organize the functional elements of the plan.

## 2019-2023 Strategic Areas of Focus:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service
- Anti-Racism and Anti-Oppression

## Draft 2023-2027 Strategic Areas of Focus:

- Reconciliation, Equity, and Inclusion
- Wellbeing and Safety
- Safe London for Women, Girls, Gender-Diverse and Trans People
- Prosperity and Affordability
- Climate, Environment, and Infrastructure
- Well-Run City



# Outcomes, Expected Results

## Definition/Purpose:

- Outcomes describe the desired end state (change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan)
- Expected Results identify the change required to achieve the outcomes



## Strategic Area of Focus:

# Reconciliation, Equity, and Inclusion

London is a city committed to taking meaningful steps towards reconciliation and building an equitable and inclusive city for all.

### Outcome 1:

The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

#### Expected Results:

- a) Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.
- b) Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.

### Outcome 2:

The City of London is a leader in becoming an equitable and inclusive community.

#### Expected Results:

- a) Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.
- b) Equity-denied groups come to London and choose to stay in our community.
- c) Our services are informed and delivered by the communities we serve.

### Outcome 3:

All Londoners have opportunities to participate in civic engagement.

#### Expected Results:

- a) Increased access to and participation of equity-denied groups in civic engagement.
- b) Increased participation in City of London internship programs for equity-denied groups.



## Strategic Area of Focus:

# Wellbeing and Safety

London is a healthy and safe city with vibrant neighbourhoods, affordable housing, and a strong quality of life for all.

### Outcome 1:

The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

#### Expected Results:

- a) Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.

### Outcome 2:

London has a robust community system of health, homelessness, and housing stability services in place to support individuals and families at risk of or experiencing homelessness.

#### Expected Results:

- a) Decreased number of individuals and families at risk of or experiencing homelessness.

### Outcome 3:

London has safe, vibrant, and healthy neighbourhoods and communities.

#### Expected Results:

- a) Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
- b) Londoners have a strong sense of belonging and sense of place.
- c) Londoners have access to spaces, services, and supports that increase their wellbeing and quality of life.





Strategic Area of Focus:

# Safe London for Women, Girls, and Gender-Diverse and Trans People

London is a city that strives to eliminate all forms of violence against women and girls, gender-based violence, and sexual violence.

## Outcome 1:

The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence\*, and sexual violence\*\*.

## Expected Results:

- a) Increased capacity to recognize, address, and prevent all forms violence against women and girls and gender-based violence.
- b) Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.
- c) London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.



## Strategic Area of Focus:

# Prosperity and Affordability

London is an economic, social, and cultural centre with opportunities for all Londoners.

### Outcome 1:

London encourages economic growth and diversification.

#### Expected Results:

- a) Small and growing businesses and entrepreneurs are supported to be successful.
- b) Increased economic activity from our core and the greater community.
- c) London has a sufficient supply of serviced lands in strategic locations.
- d) London is a regional center that attracts talent, business, and investment.

### Outcome 2:

A well planned and growing community.

#### Expected Results:

- a) London's growth and development is well-planned and considers use, intensity, and form.
- b) The City of London supports faster approvals and increasing the supply of housing.

### Outcome 3:

London is a destination of choice.

#### Expected Results:

- a) London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.
- b) London's core area is a destination for Londoners, visitors, and businesses.

### Outcome 4:

London is an affordable and supportive community for individuals and families.

#### Expected Results:

- a) Housing in London is affordable and attainable.
- b) Londoners have access to quality, affordable services.
- c) Londoners have access to key services and supports to enhance their wellbeing and resilience.



## Strategic Area of Focus:

# Climate, Environment, and Infrastructure

London is a city working together to address climate change and build a sustainable and connected community.

### Outcome 1:

London is a model for climate action and sustainability.

#### Expected Results:

- a) London is on track to be a net zero community by 2050.
- b) Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.

### Outcome 2:

London has a strong and healthy environment.

#### Expected Results:

- a) London is moving towards a circular economy\*.
- b) Waterways, wetlands, watersheds, and natural areas are appropriately protected and enhanced.

### Outcome 3:

London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.

#### Expected Results:

- a) The infrastructure gap is managed for all assets.
- b) Infrastructure is built, maintained, and secured to support future growth and protect the environment.

### Outcome 4:

Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

#### Expected Results:

- a) Improved quality and safety of all modes of mobility.
- b) Increased access to sustainable mobility options.



## Strategic Area of Focus: **Well-Run City**

The City of London delivers trusted, valued, and exceptional services to our community.

### **Outcome 1:**

The City of London is trusted, open, and accountable in service of our community.

#### **Expected Results:**

- a) Londoners find it easy to be informed and participate in local government.
- b) Londoners have trust and confidence in their local government.

### **Outcome 2:**

Londoners experience exceptional and valued service.

#### **Expected Results:**

- a) Customer satisfaction with our services is high.
- b) Our services are designed and delivered putting the customer at the centre and using innovative approaches and continuously improving to meet the needs of Londoners.
- c) The City of London's regional and community relationships support the delivery of exceptional and valued service.

### **Outcome 3:**

The City of London is a leader in public service.

#### **Expected Results:**

- a) The City of London is recognized as an employer of choice.
- b) The City of London is a safe, respectful, and healthy workplace.
- c) London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.



London  
CANADA

# Next Steps




# Strategic Plan Development Timeline

## Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM	Approval of 2023-2027 Strategic Plan
---	---------------------	-------------------	--------------------------------------

January	February	March	April
---------	----------	-------	-------


<p>January 11</p> <p>SPPC Begin setting Vision, Mission, Values</p>	<p>February 7</p> <p>SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies</p>	<p>March 8</p> <p>SPPC Public Participation Meeting Finalize direction on Plan</p>	<p>April 4</p> <p>Council 2023-2027 Strategic Plan Approval</p>
<p>January 23</p> <p>SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results</p> <p><b>We Are Here</b> </p>	<p>February 28</p> <p>SPPC Review order of magnitude costing, draft metrics Further direction re: Strategies</p>	<p>March 28</p> <p>SPPC Final Draft Plan</p>	



# Strategic Plan Engagement Timeline



December	January	February	March
----------	---------	----------	-------

Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Existing vision, mission, and values.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).</li> <li>Draft strategic areas of focus, outcomes and expected results.</li> </ul> <p><b>We Are Here</b></p> 	<p>GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.</li> <li>Drafts updated following SPPC meetings.</li> </ul>



London  
CANADA

# Thank You

[london.ca](http://london.ca)